



# ***DEFINITION OF MOTIVATION***



**Motivation gives subordinates the will to do everything they can to accomplish a mission.**

**It results in their acting on their own initiative when they see something needs to be done.**

**(Ref: FM 22-100, para 1-13)**



# ***MOTIVATIONAL TECHNIQUES***

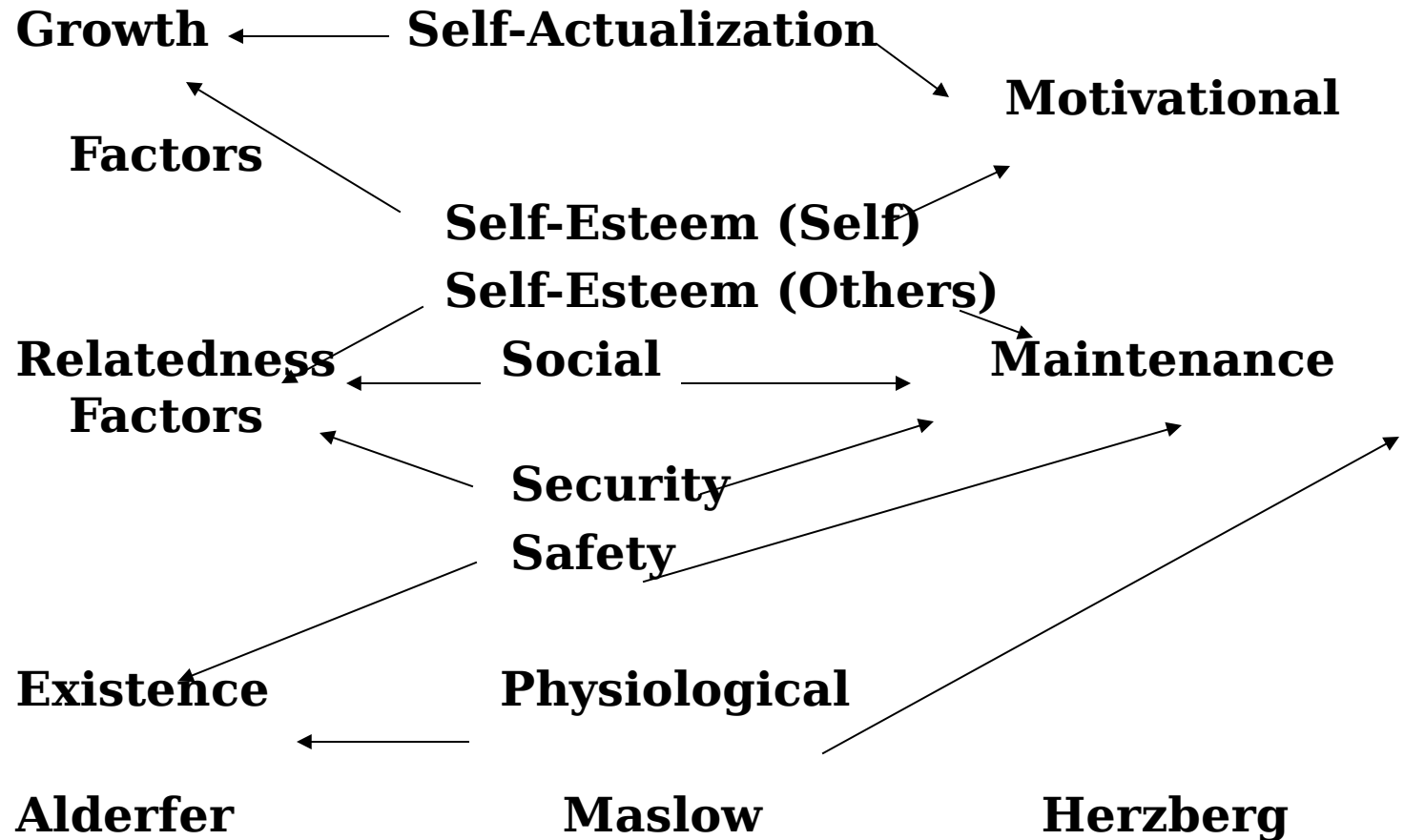


- 1. Serving as an ethical standard bearer.**
- 2. Developing cohesive soldier teams.**
- 3. Rewarding and punishing soldiers.**
- 4. Recognizing and meeting soldier needs.**
- 5. Serving as and developing positive role models.**

**(Ref: SH-2-2 thru SH-2-5)**



# COMPARISON OF ALDERFER'S, MASLOW'S, AND HERZBERG'S MOTIVATIONAL THEORIES





# ***GOAL SETTING DEFINITION***



**“Goal setting is a process where leaders  
and  
their subordinates jointly identify common  
objectives, define subordinates’ major areas  
of responsibility in terms of the results  
expected, through mutual agreement  
obtain  
the subordinates’ personal commitment,  
and  
use these objectives as guides for operating  
the unit and assessing the contribution of  
each of its members.”**

**(Ref: SH-2-18)**



# ***IS GOAL SETTING APPROPRIATE?***



## **SITUATIONS**

**Situation 1: Your supervisor believes that he should make all decisions.**

**Situation 2: Your organization serves as the project officer for the commander. It is hard to predict what project will be next, and the office is constantly under time pressures.**

**Situation 3: You have ten subordinates working for you in an administrative division.**



# ***GOAL SETTING IS APPROPRIATE WHEN:***



- **The goals are specific and require higher level effort and performance.**
- **Subordinates and supervisors must commit to the goals.**
- **The goals are legitimate for the organization.**
- **The goals are accompanied by concrete feedback.**
- **The leadership does not see the goal setting process as a loss of power.**

**(Ref: SH-2-18)**